Core Concepts of Strategic Enrollment Management (SEM)
Wichita State University

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About AACRAO

- Non-profit - 100+ years old professional organization
- Largest publisher of SEM content in the world
- Our publications, webinars and conferences set the industry standard for approaches to long-term enrollment health
- Access to the best practices and leading thoughts of our 11,000+ higher education admissions and registration professionals
- 11,000 members in over 2600 universities in 42 countries
Overview of Strategic Enrollment Management (SEM)

1. The History
2. The Context
3. The Definition
4. The Blueprint
5. The Plan
6. The Practice
7. Discussion
The History
A brief history of Strategic Enrollment Management (SEM)

1. Earliest written references are in 1972 by Maguire and Campanella from Boston College to “enrollment management”.

2. Adopted by admissions and marketing professionals in the mid-1980’s in response to “baby bust” demographic shifts:
   - Large infrastructure development from 1960’s to 1980’s to accommodate “massification” and “baby boom”.
   - Sharp declines in 18-year-old population.
   - Most popular among private colleges and universities.

3. Early versions featured enhanced marketing and financial discounting methods.
A brief history of Strategic Enrollment Management (SEM)

4. 1991:
   - Hossler and Bean publish *Strategic Management of College Enrollments*.
   - AACRAO forms first SEM conference, now in its 25th year

5. 1990’s:
   - Expansion of tuition discounting practices among privates.
   - Enrollment management divisions start to form.
   - Emphasis on retention starts to emerge.
A brief history of Strategic Enrollment Management (SEM)

6. Early 2000’s:
   – Public universities become engaged in SEM.
   – Tuition discounting expands to public sector.

7. Mid-2000’s:
   – Community colleges become engaged in SEM.
   – Disruption to marketing and communication methods by Internet:
     • New techniques and concepts begin to emerge.

8. 2010’s:
   – SEM spreads worldwide.
   – Information-age marketing and communication becomes robust.
The Context
So Why SEM?

Higher education faces real challenges today

- Increasing competition from new learning organizations that utilize e-tools effectively, and package their content to meet demand for non-traditional, online and global delivery.
- These new learning organizations are emphasizing the high volume, low-cost options.
- For community colleges, baccalaureate graduates are moving into workforce training and the for-profits are capturing some of this traditional market.
- Demographics are shifting away from – or adding to - our “known zone.” Fewer traditional-age students, aging adults, more traditionally under-represented populations; shrinking high school graduate market.
Environmental Challenges

- Uncertain economy. How will families and independent students assess cost and value?
- For public institutions, increasing funded and unfunded legislative mandates under the guise of improving access and success.
- Reduction in funding sources and fewer loan alternatives. Or, difficulty in understanding all of the new funding options.
- Grant focused.
- The public, and students, have rising expectations of service, or product, of performance, of affordability, of outcomes. Students and families are “consumers.”
Internal Challenges

And then there are the challenges on our campuses . . .

- Budgets and our organizational structures are stretched. Many institutions are facing budget cuts.
- Increased enrollment = stressed staff and systems.
- For public institutions, enrollment targets and funding are driven within a political context and those targets are often not sliced and diced based on actual demand.
- Internal understanding of how our databases “really” work may be imperfect.
- Underutilized data to schedule courses, or analyze viability, need or demand.
A Toolset for Meeting Challenges: SEM Defined
SEM: The Toolset

- Strategic Enrollment Management is a concept and **process** that enables the fulfillment of institutional **mission** and **students’ educational goals**. ~ Bob Bontrager

- Strategic Enrollment Management is a comprehensive process designed to help an institution achieve and maintain the **optimum recruitment, retention, and graduation rates of students**, where “optimum” is defined within the **academic context** of the institution. As such, SEM is an **institution-wide process** that embraces virtually every aspect of an institution’s function and **culture**. ~ Michael Dolence

- Enrollment management is a **comprehensive** and **coordinated** process that enables a college to identify enrollment **goals** that are allied with its **mission**, its **strategic plan**, its environment, and its resources, and to reach those goals through the effective integration of administrative processes, student services, curriculum planning, and market analysis. ~ Christine Kerlin
SEM: The Academic Context

The Instructional Tie

1. SEM helps accomplish the educational goals of students and institution
2. Enrolls students for whom programs or the institution “fit”
3. Provides appropriate academic/instructional support

“An institution’s academic program is inexorably co-dependent on enrollment management. The quality of the academic program can only be developed and maintained in a stable environment, and stable enrollments are only possible through sound planning.”

~ Michael Dolence

The structure or organization of enrollment management within an institution is not as important as how it connects with academics. The debate over where SEM should be located misses the point. It simply cannot succeed unless it is part of the academic fabric of the institution.

~ Stan Henderson
SEM Purposes

The purposes of SEM are achieved by:

1. Establishing clear goals for the number and types of students needed to fulfill the institutional mission

2. Promoting students’ academic success by improving access, transition, persistence, and graduation

3. Promoting institutional success by enabling effective strategic and financial planning

4. Creating a data-rich environment to inform decisions and evaluate strategies

5. Improving process, organizational and financial efficiency, and outcomes

6. Strengthening communications and collaboration across the campus—especially between enrollment managers and instruction
What SEM Is Not

- A quick fix or silver bullet
- An enhanced admission and marketing operation
- A recruiting plan
- An administrative function separate from the academic mission of the institution
- Solely an organizational structure
- Solely about growth
- A financial drain on the institutional budget
- An overnight process
SEM For the Long Haul

• SEM is long-term and never finished

• Academic foundation is fluid; so must SEM be

• Academic disciplines change with new research, new paradigms, new interests

• Changes cannot be instantaneous

• There needs to be a run up to the take-off point

• SEM must follow the deliberate path of the long-term academic, not the quick fix of the repairman
The SEM Blueprint: A Refocusing of SEM
The Elusive SEM Template

• Every enrollment manager wants one
• We all say it doesn’t exist, there’s no one-size-fits-all approach
• It’s not very helpful to tell the young enrollment manager that she has to get to know her institution and then develop her own template
• In fact, there are some key elements that characterize all successful SEM models
Template: Academic Leadership

• Leadership articulates the **strategic** academic aspirations, goals, needs, and strategies of faculty and students

• If the CEO says, “Enrollment is paramount,” and fails to say, “to the academic mission,” EM fails

• All must understand that academic well-being is linked to enrollment health
Template: Integrated Planning

- enrollment management (lower case) is just managing enrollments

- STRATEGIC Enrollment Management (upper case) happens when SEM unit planning and strategies are integrated with the institution’s strategic plan, academic master plan, and its fundamental (academic) mission
Template: Lateral Communication

• Top-down communication is necessary to set the tone, but successful implementation of SEM requires lateral communication across campus

• SEM needs lateral communication to ensure adherence to the institution’s academic ethos

• Colleges to enrollment units and enrollment units to colleges: the tentacles of an octopus

• Communication has to become a part of the culture; it has to express the ethos of the place
Template: Structure For Participation

- The institutional academic ethos will set the structure to provide a means for faculty, staff, and students to contribute to EM

- SEM structure grows out of the core of an individual institution; it cannot be transplanted from institution X or Y

- The structure cannot be more important than the cultural foundation itself
Template: Matching Structure To Mission

• A community college may have a campus-wide structure

• The research extensive university may have multiple structures in academic units

• The wise enrollment manager will seek to know the academic grounding of the institution and then seek a structure based on that foundation
Applying the SEM TEMPLATE

Integrating Structure, Planning, Leadership, and Relationships
Structural/Managerial Face of SEM

• Focuses on the structure and management of those departments and functions formally charged with achieving the institution’s enrollment goals

• SEM decisions focus on optimal resource allocation to achieve enrollment goals
  • Marketing and recruitment priorities
  • Need-based versus merit-based FA packaging
  • Course offerings and scheduling
  • Service efficiency – One-Stop
  • Processing of academic policy
  • Student intervention initiatives
Planning Face of SEM

• Focuses on the outward- and forward-looking activities that guide the institution’s pursuit of its preferred future in a constantly changing and competitive environment

• Focuses on long-range planning and institution-wide strategy development
  • New curricula & academic programs
  • Facilities development and renovation
  • Marketing and image campaigns
  • Investments in technology
  • Pricing decisions
  • Retention planning programs (early alert interventions, first year seminar, learning communities, support services, academic advising, etc.)
Leadership Face of SEM

Focuses on leadership as a shared responsibility—occurring at all levels and deeply embedded in the way the institution works as on organization on a day-to-day basis

- Eliminate silos
- Enable leadership at multiple levels
- Provide servant leadership
- Engender trust
- Communicate purpose
- Motivate people
The Human Face of SEM

1. In an institution, there is always a policy, a rule, a faculty culture, or an answer

2. In a community, we must look beyond the policies and the history to find what benefits individual students and the community itself

3. The Community of SEM is about building relationships; understanding how to create, nurture, and appreciate relationships will help the enrollment manager to structure, plan, and lead SEM

4. This is the Human Face of SEM, integrating the other faces into the Community of SEM that emphasizes Student Success through services and inclusion in a culture of participation and contribution
SEM requires a blending of the of 4 Faces of SEM

- Enrollment Management as a **structural/managerial focus**
- Enrollment Management as a **planning process**
- Enrollment Management as a **leadership effort**
- Enrollment Management as **relationship development**
The Blended Model of SEM...

• requires an understanding of the complex dynamics that shape the university’s enrollment profile

• integrating the 4 Faces of SEM also requires that we focus not on individual functions and departments but on the entire enrollment process
Continued Cultivation

ACTIONS

General

Specific

Prospects
Inquiries
Applicants
Depositors
Enrollees
Continuing Students
Graduates
Alumni
SEM Planning

Student’s college career

Recruitment / Marketing  Orientation  Classroom experience  Co-curricular support  Degree/goal attainment

Admission  Financial support  Academic support  Retention  Alumni

Turning the enrollment funnel on its side.....to express progression forward....and emphasize the multi-dimensional processes that exist.
Moving from the traditional enrollment management perspective....

![Diagram showing the traditional enrollment management perspective](image)

**Traditional Enrollment Perspective**

- Recruitment / Marketing
- Orientation
- Classroom experience
- Co-curricular support
- Degree/goal attainment
- Student’s Experiences
  - Admission
  - Financial support
  - Academic support
  - Retention
  - Alumni
...to a fully integrated Strategic Enrollment Management perspective.
SEM Planning
SEM Planning Framework

Sustainable Enrollment Outcomes

- Tactics
- Strategies
- Campus Infrastructure
- Strategic Enrollment Goals
- Data Collection and Analysis
- Key Enrollment Indicators
- Institutional Strategic Plan

Bontrager/Green
SEM Planning Framework

- Clarity of institutional mission, vision, goals
- Core competencies
- Strategic direction
- Aggregate enrollment goals

Sustainable Enrollment Outcomes

Tactics

Strategies

Campus Infrastructure

Strategic Enrollment Goals

Data Collection and Analysis

Key Enrollment Indicators

Institutional Strategic Strategic Plan
SEM Model: Mission & Goals

The Classic Conundrum

1. All may want better students
2. Administration may want more students
3. Faculty usually want fewer students
4. Departments may be reducing capacity
5. All want to guarantee access, but not diminish quality
SEM Planning Framework

- Student categories: first year, transfer, graduate, certificate, continuing ed, face-to-face/online, etc.
- Desired student groups: racial/ethnic diversity, academic ability, special skills, family income
- Geographic origin: local, regional, national, international
- Recruitment, retention, completion rates
- Institutional capacity

- Sustainable Enrollment Outcomes
  - Tactics
  - Strategies
  - Campus Infrastructure
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  - Data Collection and Analysis
  - Key Enrollment Indicators
  - Institutional Strategic Plan
Key Enrollment Indicators

1. Enrollment Managers struggle with notion of KEI’s as indices of institutional health

2. In reality, KEI’s are placeholders for institutional values

3. Bodies, not student fit, approach is out of synch with the academic values of the institution

4. If the enrollment manager has an academic understanding of the place, the KEI’s set themselves
SEM Planning Framework

- **Internal benchmarks**: KEI numbers over the past 3-5 years
- **Environmental scan**
  - Demographics
  - Economics
  - Market opportunities
  - Competition
- **Institutional research plan**: designated reports and production schedule
SEM Model: Data

“Count everything that moves!”

--Old SEM Proverb

“Track relentlessly what works and what doesn’t.”

--Slippery Rock University

“Data is not the plural of anecdote.”

--Scannell & Kurz

“Without Data you’re just another person with an opinion.”

--Unknown
SEM Model: Data

Where to start?

- What issues are key to our institution NOW?
- What issues are on the horizon?
- Environmental Scan/SWOT Analysis
- Data points to consider:
  - Enrollment basics: Headcount, FTE, demographics, enrollment status
  - Course offerings (capacity, trends, wait lists)
  - Retention data (and defining retention!)
  - Financial aid
- Budget planning
- Program cost analysis

... or whatever best fits our institution!
SEM Model: Data

- Accessibility of data
- Getting everyone on the same page
- Confirms or disproves campus “urban legends”
- Confirms or disproves anecdotal “facts”
- Information gathered to make decisions will be used for actually making decisions
- Define a stopping point or “phase II” questions
- Avoid the strategy discussion: Create a “parking lot”
- Relevant vs. interesting data

It is so easy to go straight to “strategies.” But you should do your homework first and start at the beginning with data...
SEM Planning Framework

- **Sustainable Enrollment Outcomes**
  - **Tactics**
  - **Strategies**
  - **Campus Infrastructure**
  - **Strategic Enrollment Goals**
    - **Data Collection and Analysis**
    - **Key Enrollment Indicators**
    - **Institutional Strategic Plan**

- **5-10 year SEI targets**
- **Focus:** the institution’s desired future
- **Based on:** mission, data, and environmental scanning
SEM Planning Framework

- **Sustainable Enrollment Outcomes**
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  - **Staffing**: skill sets, strategic deployment
  - **Systems**: policies, procedures, technology
  - **Capacity for making effective enrollment decisions**: positions, reporting lines, committees
SEM Model: Campus Infrastructure

Bottom Line:

- Institutional leadership supporting change
- Willingness to take an honest look at the data
- Institutional culture regarding new directions/initiatives
- Level of SEM expertise – internal vs. external consultant
- Right people – both in terms of formal and informal leadership roles
- Broad representation from across the campus
- Overall commitment to student success
SEM Planning Framework

Sustainable Enrollment Outcomes

- Increase new students of specified types
- Increase retention rates, specifically by student types
- Expand into new markets
- Utilize emerging technologies
- Financial aid/scholarships
- Academic programs: mix and delivery systems

Tactics

Strategies

- Campus Infrastructure
- Strategic Enrollment Goals
- Data Collection and Analysis
- Key Enrollment Indicators
- Institutional Strategic Plan
SEM Model: Strategies & Tactics

There is a Difference:

- Enrollment Goals = Big picture; driven by campus leadership team
- Strategies = Driven by leadership and developed by Faculties and Service units
- Tactics = How you get there; driven by affected department
SEM Model: Strategies & Tactics

**Enrollment Goal/Target:** Ensure that students graduate from a Baccalaureate program in a timely fashion. 75% of all Baccalaureate students will graduate within 5 years of program commencement.

**Strategy:** Ensure timely and accurate program information that is easily accessible to students and ensure course offerings meet actual student enrollment needs.

**Tactic(s):** Advising units will deploy degree audit software that enables students to plan course selections several semesters in advance. OREG will aggregate and share with deans/departments student enrollment plans pulled from the degree audit system by program major. Departments will schedule courses and sections that anticipate demand based on the data provided to them.
SEM Planning Framework

Sustainable Enrollment Outcomes

Tactics
- Marketing/branding initiatives
- Academic program review
- Multilingual recruitment materials
- Targeted interventions for students in high risk courses
- Enhanced academic advising
- Streamlined admission procedures
- Purchase a new CRM system

Strategies
- Campus Infrastructure
- Strategic Enrollment Goals
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SEM Model: Strategies & Tactics

**Bottom Line:**

1. Institution-specific
2. Operationalize the Strategic Enrollment goals
3. Aligned to the strategy/target/benchmark
4. Financially supportable
5. Includes assessment factors
6. Student Success = Institutional Success

Which leads to....
SEM Planning Framework

- Consistently meeting goals over the long term
  - Enabling more effective campus-wide planning
    - Revisions to the institutional strategic plan
    - Academic planning: curriculum, faculty needs
    - Facility planning
    - Financial planning

- Achieving the institution’s desired future
SEM Success

Learning Outcomes for SEM Planning

- If SEM reflects institutional identity and culture, it becomes an institution-wide strategy owned by each member of the community.
- No individual or single office is responsible for enrollment strategy or outcomes.
- As an academic enterprise, SEM can be easily integrated into institutional planning.
- If it’s academically centered, SEM will be a defining part of institutional positioning and strategy.
- If SEM isn’t part of strategic planning, not much can be accomplished.
The Practice

Strategic Enrollment Management at Work in an Academic World
How we see ourselves

- President
  - Provost
    - Academic affairs staff
      - Assessment
      - Research
    - College and school deans
      - Asst/Assoc Deans
      - Departments
    - Faculty
  - Student Affairs
    - Student life
  - Business Affairs
    - Finance
    - IT
  - Enrollment Management
    - Admissions
    - Financial Aid
    - Registrar
How students see us

President

Faculty
Administration
Student Organizations
How we see ourselves

1. Technologically advanced
2. Student friendly
3. Informative
How students see us

1. Technologically backward/different:
   – Most things can be done on a smart phone today; why are so many things paper-based at my University?

2. Bureaucratic and confusing:
   – I only get part of the picture in each office.
   – No one seems to know the complete process or answers.
   – Some of the directions don’t apply to me.
   – I have to go to multiple places to get the issue resolved.

3. Information is limited or hard to find:
   – Nice people but they only know what goes on in that office.
   – The web site is hard to navigate and I can’t find what I need.
Effective services

1. Have you ever completed your own processes?

2. How easy is it to:
   – Apply?
   – Change a course?
   – Appeal a grade?
   – Pay the bill?
   – Find an adviser?

3. Secret shoppers

4. Comments and feedback at the point of service
Challenges for marketing higher education

1. No single channel or medium for communication:
   – Students have multiple and varied preferences for communication.

2. Crowded market space:
   – Higher education.
   – General marketing for youth outspends HE thousands of times over.

3. Jaded consumers:
   – Most students have been targeted by marketing since age 4.
   – Scanning and not reading.
   – Technology allows students to ignore communication attempts.
Marketing imperatives

1. The web site is your most important marketing tool:
   - Investment into professional design, current content and functionality should reflect its position in marketing expenses.

2. Market segmentation:
   - Messages to audiences (first-time, transfers, graduate, international, students of color, first gen, etc.) must be tailored to them in use of language and their point of view.

3. Value proposition:
   - Must be clear and direct.
   - Based upon student choice factors.
Common marketing errors

1. Everyone markets her own program, faculty or college.

2. Long, text-heavy communications.

3. “One and done” recruitment communications.

4. Multiple visual styles and designs.

5. Value proposition misaligned with student choice factors:
   - What we want to tell them versus what they need to hear from us.

Using data to drive decision-making

1. Data is the bedrock of strong enrollment management practices.

2. Data should be
   – Regularly gathered and analyzed.
   – Shared (not hoarded).
   – Used in every department and unit to measure performance against expected outcomes:
     • Learning outcomes.
     • Enrollment outcomes.

3. Most information systems are good at collecting data but not necessarily good at allowing access to the data in usable formats:
   – How able are you to access data on key enrollment indicators?
Using data to drive decision-making

4. Measure progress against enrollment goals:
   – Inquiries, applications, admitted students, enrollment.
   – Registrations for a term.
   – Net revenue.
   – Student quality and performance:
     • Initial/incoming quality.
     • Progression to degree over time.
     • Full-time/FTE.
     • Graduation/completion rates.
   – Student engagement:
     • In and out of the classroom.
   – Effectiveness of marketing efforts:
     • Google analytics.
Benchmarking

1. What are appropriate retention/graduation rates for my institution?
   - College Results Online
   - IPEDS/similar national data sources in other countries

2. Is our discount rate too high?
   - How do we measure and talk about discount rates at our institution?
   - NACUBO
   - Baum and Lapovksy

3. Who are our enrollment peers and why?
   - Do we have enrollment aspirational institutions and how do these relate to our enrollment peers?
Measuring and assessing enrollment at your institution

1. Are you tracking KEI beyond one-year retention of freshmen, entering student numbers or gross graduation rate?

2. How do you know if your enrollment/student success initiatives are working?
   – Do they have clear and measurable goals?

3. Have you identified the barriers to student success at your institution?
   – Multi-year, multivariate data analysis
   – Why do students leave after earning 90+ credits but without a degree?
Whose Job Is It Anyway?

• Retention officer, yes, but where does he/she reside?

• Academic Affairs? The faculty have the most contact with the student

• Student Affairs? Over 50% of what you learn in college is learned outside of class
It’s a Partnership

• The faculty need to take responsibility for engaging the student, whether in the co-curriculum, the academic realm of the classroom, or experiential learning

• The student life professional needs to take responsibility for the academic success of students—every student activity or organization is an enrollment unit
The Blended Outlook

• Enrollment Management is a quintessentially academic enterprise

• Still, at the end of the day, it is about **individual** student academic success

• And it is supported by administrative changes to policies and procedures that make it difficult for students to navigate the campus
The Sex Appeal of Recruitment

• Campuses obsess over freshmen numbers

• The glitz and glamour of recruitment lives in the fast lane

• Retention is the gray lady of enrollment management

• Enrollment Management as the tortoise and the hare—steady wins the race
The Value of Value

• Autopsy studies always show students leave for academic, financial, or personal reasons.

• These may be placeholders for students’ perceptions that they are not getting enough value for the time, money, effort they are putting in

• Price elasticity studies show cost is not as important in decision as perceived value
Build Value and They Will Stay

- The enrollment management agenda should be directed at what leads students to perceive value in their education
- Value provides a new definition of retention built around what motivates students
- Perhaps the high ability, third generation student can more readily see value in school; hence more go, and more stay
Service as Retention

• Retention improvement comes from improved business practices
  • B. Bontrager

• Seamless enrollment processes provide perception of value

• Let students’ talents be challenged in the classroom rather than have their patience tested in navigating the institutional bureaucracy
Engagement as Retention

• Involvement redefined

• What keeps the student going to class, doing the assignments, passing the tests?

• For some, extracurricular activities

• For others, internships and co-op

• For still others, undergraduate research

• For a few, study abroad

• Don’t forget what they do in their community—how can that be harnessed to the campus?
Linking Recruitment and Retention

• Market student engagement through individualized opportunities to capture student interest

• **Guarantee** student engagement

• Study retention rates by individual high schools: where they fall below the class average, gear recruitment to retention services
Building Buy-in to Value

• Parents want to be reassured they sent their student to the right place—tell them that regularly, at least during the freshman year.

• If the student is unhappy or unfocussed, the parents who have been told repeatedly they did the right thing may be more likely to support the student in staying the course.
Retention for more than a day...

- Recruiting for retention identifies and admits the students most likely to match the institutional character and to succeed
- But data identifies and tracks the at-risk groups
- And research identifies the support services that can keep them successful
Mergers and Partners Through the SEM Lens

- Improving service as a template for partnership development
- Reviewing processes and procedures on an annual basis
- Building a culture of education, not regulation
- Cross-training and blending
Strategy Issues

• Academic offerings and support services
• Marketing
• Security
• Buildings and grounds—the Million Dollar Walk
• Student services and activities
• Recruitment/admissions/enrollment
• Information technology
• KPIs/data/research/evaluation
SEM Organizational Framework

Executive Team
Institutional strategic plan, approval and champions of strategic enrollment goals and initiatives

SEM Steering Committee
Long-term enrollment goals, securing the approval of strategies through appropriate institutional channels, communication with Executive Team

Recruitment Council
Develop 3-4 strategic goals for new student recruitment; review and approve sub-committee action plans; recommend to SEM Steering Committee

Retention Council
Develop 3-4 strategic goals for retention and graduation; review and approve sub-committee action plans; recommend to SEM Steering Committee

Data Team
Environment scanning, student enrollment behavior research, enrollment models, provide data to councils as needed

3-4 Sub-Committees
Action plans, time lines and metrics for each strategic goal

3-4 Sub-Committees
Action plans, time lines and metrics for each strategic goal

Green/Bontrager
The WSU SEM Project

- Assistance in SEM Planning in an effort to position WSU for long-term enrollment success

- Focus on enhancing SEM strategies, practices, and structures in order to meet WSU’s enrollment goals while remaining aligned with the university’s mission.

- Work to create the framework for a comprehensive SEM program while working to promote campus buy-in of SEM Planning activities
The WSU SEM Project

- Project will require WSU to make decisions and create goals, strategies, and tactics that match its mission, vision, strengths, and challenges
- The consultant will facilitate the process and provide expert opinions and assistance
- Ultimately, the participation and buy-in of WSU’s leadership, faculty, staff, and administrators will determine the success of the plan in meeting short-term and long-term enrollment success
Questions and Discussion

Sustainable Enrollment Outcomes

- Tactics
- Strategies
- Campus Infrastructure
- Strategic Enrollment Goals
- Data Collection and Analysis
- Key Enrollment Indicators
- Institutional Strategic Plan
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